

Memorandum

To: Panel Members Date: January 23, 2003

From: Ron Tagami, Manager Analyst: M. Tolentino
Peter DeMauro, General Counsel

Subject: One-Step Agreement for **Antelope Valley Community College District**
(www.avc.edu)

CONTRACTOR:

- Multiple Employer: Training Agency
- Training Project Profile: Retraining: companies with out-of-state competition
- Legislative Priorities: Moving to a High Performance Workplace
- Type of Industry: Various Industries
- Repeat Contractor: Yes
- Union Representation: No
- Name and Local Number of Union representing workers to be Trained: This project is for a training agency which does not have any union involvement yet but may eventually serve both union and non-union employers

CONTRACT:

- Program Costs: \$701,480
- Substantial Contribution: \$0
- Multiple Employer Support (8%) \$48,564
- Total ETP Funding: \$750,044
- In-Kind Contribution: \$789,350
- Maximum Contractor Charge: N/A per trainee
- Reimbursement Method: Fixed-Fee
- County(ies) Served: Kern, Los Angeles
- Duration of Agreement: 24 months

SUBCONTRACTORS:

TTI America, Van Nuys, California

\$63,000 (Administration)

THIRD PARTY SERVICES:

Jami's Ink assisted in the design of the training program and completion of the application. The amount reimbursed for these services is anticipated to total \$15,640, which is based on a flat rate.

PRIOR PROJECTS:

This project will be the third project between Antelope Valley Community College District and the Employment Training Panel. The following is the completed project statistics for the only ETP Agreement within the last five years:

Agreement No.	Location (City)	Term	Agreement Amount	Amount Earned	% Earned
ET9-0842-000	Lancaster	9/8/98 – 9/7/00	\$296,448	\$54,482	*18%

*The Contractor indicated that due to the departure of key staff members administering the ETP Contract during the term of the prior Agreement, there was no direction or information provided to the remaining staff members resulting to poor performance in this project. During the past two years, the Contractor has created a strong and experienced staff assigned to provide administration and oversee a variety of projects, which includes grants from the Department of Labor and the County of Los Angeles. The same staff will administer the proposed ETP training program.

NARRATIVE:

This project was brought to the Panel's attention through the marketing efforts of the California Technology, Trade and Commerce Agency.

This is the third project between the Antelope Valley Community College District (also known as Antelope Valley College) and the Employment Training Panel. The Contractor is eligible for ETP funding under Title 22, California Code of Regulations, Section 4426(a)(1) as a community college.

Participating employers will be eligible for Employment Training Panel funding under Title 22, California Code of Regulations, Sections 4416 (a), (b) or (c), as manufacturers and other companies facing out-of-state competition and will meet the Employment Training Panel's funding priorities specified in Unemployment Insurance Code, Section 10200 (b)(3), as moving to a high performance workplace.

Antelope Valley College (AVC), which is located in Lancaster, California, was established to provide increased access to higher education for students planning to transfer to four-year colleges and universities. AVC serves northern Los Angeles County and eastern Kern County. Communities served also include Acton, Antelope Acres, Lake Hughes, Lake Los Angeles, Lancaster, Leona Valley, Llano, Palmdale, Pearblossom, Quartz Hill, Rosamond and Sun Village.

NARRATIVE: (continued)

AVC was founded in 1929 and held its first classes with a student population of 200. Since that time, the college has acquired a diverse, multi-ethnic student population of 13,283 and has expanded its scope to serve as a comprehensive institution providing vocational and technical training programs, courses for personal and professional development, and transfer programs for those matriculating to four-year schools. The Contractor has the responsibility to provide resources and training to assist companies in the Lancaster/Palmdale and Kern County areas to become more technologically current, more productive and more successful in their businesses.

Many employers in the Antelope Valley face challenges in the shortage of qualified workers and the loss of qualified workers to their competition or to retirement. Their ability to maintain a competitive edge and increase productivity is directly related to how effectively and efficiently they can train their workers. Traditionally, this area has served major aerospace employers and their subcontractors. In the early 90's many of the aerospace companies were forced to lay-off workers due to a decrease in business and lack of funding for new projects. In addition, several experienced employees retired. With the recent acquisition of new contracts and business including the Joint Strike Fighter, the F-22 Raptor, the Global Hawk, and with modifications to the B-2 bomber, workers are required to possess new technological knowledge and skills in order to work on very complex projects.

Antelope Valley aerospace employers have recognized that their workers must possess the requisite advanced technology skills to effectively compete and comply with industry standards. This led to a consortium formed by AVC and local employers involved in the aerospace, computer software and composite manufacturing industry. Assessments were conducted to determine employer and worker needs and to develop a training curriculum to maintain the employers' competitive edge and improve frontline worker skills. The consortium has determined that there is a need for training in Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills and Literacy Skills.

Business Skills training, which includes Project Management, Strategic Planning, Customer Service and Communication Skills, will improve workers' communication techniques and the delivery of customer service. In addition, it will provide workers with project management techniques and tools to enhance business performance.

Computer Skills training such as Microsoft Office, Computer Networking, and Windows Navigation will provide workers with the skills necessary to use new computer software effectively.

Continuous Improvement training in Problem Solving, Decision-Making, Team Building, Leadership, Process and Quality Improvement will help workers identify problems quickly and implement their solutions, prepare them for changes in new processes and increase their skills in performing multiple tasks.

Manufacturing Skills training will enable workers to efficiently utilize new equipment and techniques in fabrication, manufacturing, welding, assembly, blue print reading, testing systems and computerized machines.

Literacy Skills training in Vocational English as a Second Language and Basic Math will be provided to workers to enable them to better understand new training, procedures and equipment.

The training proposed in this Agreement will help participating employers develop a high performance workplace and improve their competitive position in the marketplace.

NARRATIVE: (continued)

Employer Demand

AVC will be marketing this program through its Corporate and Community Education Department, throughout the Antelope Valley and its surrounding communities by using direct mail, personal contacts, telephone calls, public service and e-mail announcements to potential participating employers. The training program will be discussed at employer meetings including Antelope Valley Chamber of Commerce as well as at various economic development organizations.

An informational brochure to describe the eligibility for employer participation and contain a description of programs available through this project, including course length, scheduling, target trainees and other pertinent information will be developed for ETP approval. The brochure will be mailed to approximately 200 to 300 businesses in the Antelope Valley and surrounding communities and given to businesses at trade shows and other employer meetings. This includes employers identified at Air Force Plant 42, which houses a large number of aerospace manufacturing firms.

The consortium led by the AVC offered a forum for participation and collaboration by the employers in the various assessment processes and in the development of the new curriculum that would assist their workers in meeting the new challenges in technology. Antelope Valley College and the Employer Consortium established a set of expectations for employer involvement, making employers equally responsible for the success of the program. The assessments indicated that that these core employers must improve their frontline worker skills by providing workers with effective training to maintain their competitive edge. Workers must have training to adapt to new procedures, equipment, methods and the challenges associated with the manufacturing industry.

The current core employers who will actively participate in this project are aerospace or software manufacturers. Due to the substantial technological and more complex methods used to produce products within the manufacturing sector, it is imperative that these companies have the opportunity to access training that will provide their frontline workers with the competitive skills required to help them remain employed or the contracts/business will go out of state.

AVC and the consortium collaboratively decided that the ETP-funded training program would be an excellent venue for ongoing review of the effectiveness of all training being provided to the individual companies. The consortium decided to use customer satisfaction surveys, instructor evaluations and small focus groups composed of the frontline workers who are being trained. These methods will assist the consortium in determining what approaches to training will be effective and meet its individual company training goals. This will also serve as a model for future employer/community groups and will enable them to determine best practices for training implementation with the goal of ongoing training.

Supplemental Nature of Training

The core participating employers represented in this application are focused on improving the development of workers skills and maintaining competitiveness and market share through training of their workers. In some cases, the training provided by AVC through ETP funding offers the first structured comprehensive training program by participating employers. As a result of the massive layoffs during the early 90's, many of employers discontinued training due to lack of budget. The smaller companies lack the resources to conduct employee-training assessments, develop comprehensive training plans and

NARRATIVE: (continued)

execute structured training programs. In the past, many have provided infrequent classroom training and “on demand” unstructured on-the-job training which was not offered to the entire workforce. Some of this training was at the introductory or overview level delivered at workshops, seminars, and plant training meetings or by outside vendors to orient employees to new equipment. However, training was very limited. This type of training is different from the ETP training that will be given to frontline workers under this Agreement. Workers will have structured training in a variety of pertinent subjects required by their jobs.

The training proposed under this Agreement will provide new or advanced skills and is not a duplication of training done in the past.

Prior to the development of this application, individualized meetings were conducted with each core employer to discuss the terms and provisions of the supplemental nature of the training. Each core employer understood that this training would not supplant any training they might have given in the past and are all committed to working towards company-wide ongoing training. The employers will continue to utilize the structured training plan they designed in collaboration with AVC.

In-Kind Contribution

The core participating employers’ in-kind contribution to this program is approximately \$789,350, which is comprised of wages and fringe benefits to be paid to employees while in ETP training.

PROPOSED ACTION:

Staff recommends that the Panel approve the One-Step Agreement if funds are available and the project meets Panel priorities based on AVC’s stated need to provide workers of participating employers with the skills needed to transition to a high performance workplace and assure participating employers’ ability to remain competitive, to grow, and to ensure a continuing relationship with their customers in the community.

TRAINING PLAN:

Grp/Trainee Type	Types of Training	No. Retain	No. Class/Lab Videocnf. Hrs	No. CBT Hrs	No. SOST Hrs.	Cost per Trainee	Hourly Wage after 90 days
Retrainees Jobs 1 – 4	Menu: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, Literacy Skills	403	80 – 200	0	0	\$1,112 - \$2,780	*10.98 - \$48.08
					<u>Range of Hourly Wages</u> *10.98 - \$48.08		
					<u>Prevalent Hourly Wage</u> \$18.00		
					<u>Average Cost per Trainee</u> \$1,861		
<u>Health Benefit used to meet ETP minimum wage:</u> * Health benefits may be applied to the base wage in order to meet the ETP minimum hourly wage of \$10.98 for Kern County and \$11.92 for Los Angeles County.					<u>Turnover Rate</u> 20% or less	<u>% of Mgrs & Supervisors to be trained:</u> 0%	

ANTELOPE VALLEY COMMUNITY COLLEGE DISTRICT
MENU CURRICULUM

Class/Lab
Hours
80 - 200

Trainees will receive any of the following:

Business Skills

Business Performance
Project Management
Communication Skills
Customer Service
Strategic Planning

Computer Skills

MicroSoft Office
MicroSoft Projects
Spreadsheet
Windows Navigation
Computer Networking
 - Network Engineer
 - Local Area Networks
 - Wide Area Networks
 - Network Management
Computer Programming
 - Visual Basic
 - C
 - C++
 - Object Oriented
Digital Video Technology
 - Flash Multimedia Application
 - Digital Film/Video Editing
Catia® (3-D software Developed by Dassault Systèmes)
 - Computer Aided Drafting
 - Drawing and View Generation
 - Editing Views
 - Automatic Dimensioning

Continuous Improvement

Teambuilding Skills
Leadership
Process Improvement
Quality Improvement
Problem Solving
Decision Making

Manufacturing Skills

Product Creation/Assembly

- Production Operations and Manufacturing
- Assembly Procedures
- Manufacturing Practices

Composite Manufacturing Skills

- Use of Material Safety Data Sheets (MSDS)
- New Composite Chemical Technology
- Technology and New Equipment Operation
- Operations and Maintenance of Cure Ovens, Vertical Mill, Cut-off Equipment, Spar Pulling Bench
- Use of Metrology Equipment in New Technology
- Applications and Structural Properties of Resins, Fibers and Weaves
- Shape, Tolerance and Temperature Considerations
- Alternate Methods of Fabrication Techniques
- New Technologies in Creation of Molds, Complex Molds and Split Molds
- Mold Stability and Bracing
- Alternate Methods of Fabrications

Blueprint Reading

- Geometric Dimensions and Tolerances
- General Tolerancing and Related Principles
- Datum Referencing
- Tolerances of Location, Form, Profile, Orientation and Runout
- Trigonometric Calculations for Crissair
- Coordinate Measurement Machine Applications
- Orthographic Projections
- Interpretation of Aircraft Specific Drawings

Drilling, Reaming and Countersinking

- New Applications in Areas of Drilling, Reaming and Countersinking
- Specific Applications in Aviation Design
- New Technology and Machinery
- Identification and Recognition of Foreign Object Damage (FOD)

Computer Numerical Control (Advanced)

- Power Up/Down Machine
- Reference Machine Axis
- Control Function
- Computer Numerical Control Commands
- Graduated Scales Codes
- Transfer Programs from Factory Net to Controller
- Download Program to Machine

Structural Aircraft Technology

- New Technology and Chemistry of Bonding and Adhesive Materials
- Types and Applications of Structural Fasteners
- Electrical Aircraft Structural Harnessing
- Drawing Interpretation of Electrical Aircraft Systems
- Proper Installation of Aircraft Plumbing Systems
- Drawing Interpretation of Plumbing Systems

Manufacturing Skills (continued)

Brush Plate Technology

- New Preservation and Protection Techniques of Machined Precision Parts
- Steel Heat Treatment
- Special Cadmium Plating
- Brush Plating

Laser Tracker Training

- Targets, Adaptors and Techniques
- Field Checks and Calibration
- Environmental Factors
- Measurement Modes
- System Manipulation, Axis Alignment, Transformation and Translations
- Reporting
- Troubleshooting

Rotary Wing Flight Testing

- Dimensional Analysis
- Subsonic Aerodynamics
- Level flight Performance
- Equations of Motion
- Closed Loop Handling Qualities
- Control Response

Advanced Fuel Tank Sealing (B-52 Program)

- New Concepts in Sealing
- Specifications
- Static Sensitive Devices
- Coating Applications
- Procedures for Sealant
- Handling and Storage of Sealant

Literacy Skills (shall not exceed 45% of a trainee's job skills curriculum hours)

Vocational English as a Second Language

Basic Math

**Participating Employers in Retrainee/New Hire
Multiple Employer Contracts**

Contractor's Name: Antelope Valley Community College District

CCG No.: ET03-0242

Reference No: 03-0026

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PRINT OR TYPE

Company: BAE Systems Flight Systems

Address: 1434 Flightline Bldg 586

City, State, Zip: Mojave, CA 93501

Contact Person/Title: Mark T. Morter, VP, Contracts

Telephone No.: (661) 824-6450

Collective Bargaining Agreement(s): None

Estimated #of employees to be retrained or hired under this Agreement: 242

Total # of full-time company employees worldwide: 30,000

Company: CrissAir, Inc.

Address: 38905 10th St. East

City, State, Zip: Palmdale, CA 93550

Contact Person/Title: Michael H. Boas, Quality Assurance Manager

Telephone No.: (661) 273- 5411

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained or hired under this Agreement: 120

Total # of full-time company employees worldwide: 138

Company: Fiberset, Inc.

Address: 1046 Poole St.

City, State, Zip: Mojave, CA 93501

Contact Person/Title: Marie Walker, CEO

Telephone No.: (661) 824-2488

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained or hired under this Agreement: 11

Total # of full-time company employees worldwide: 13